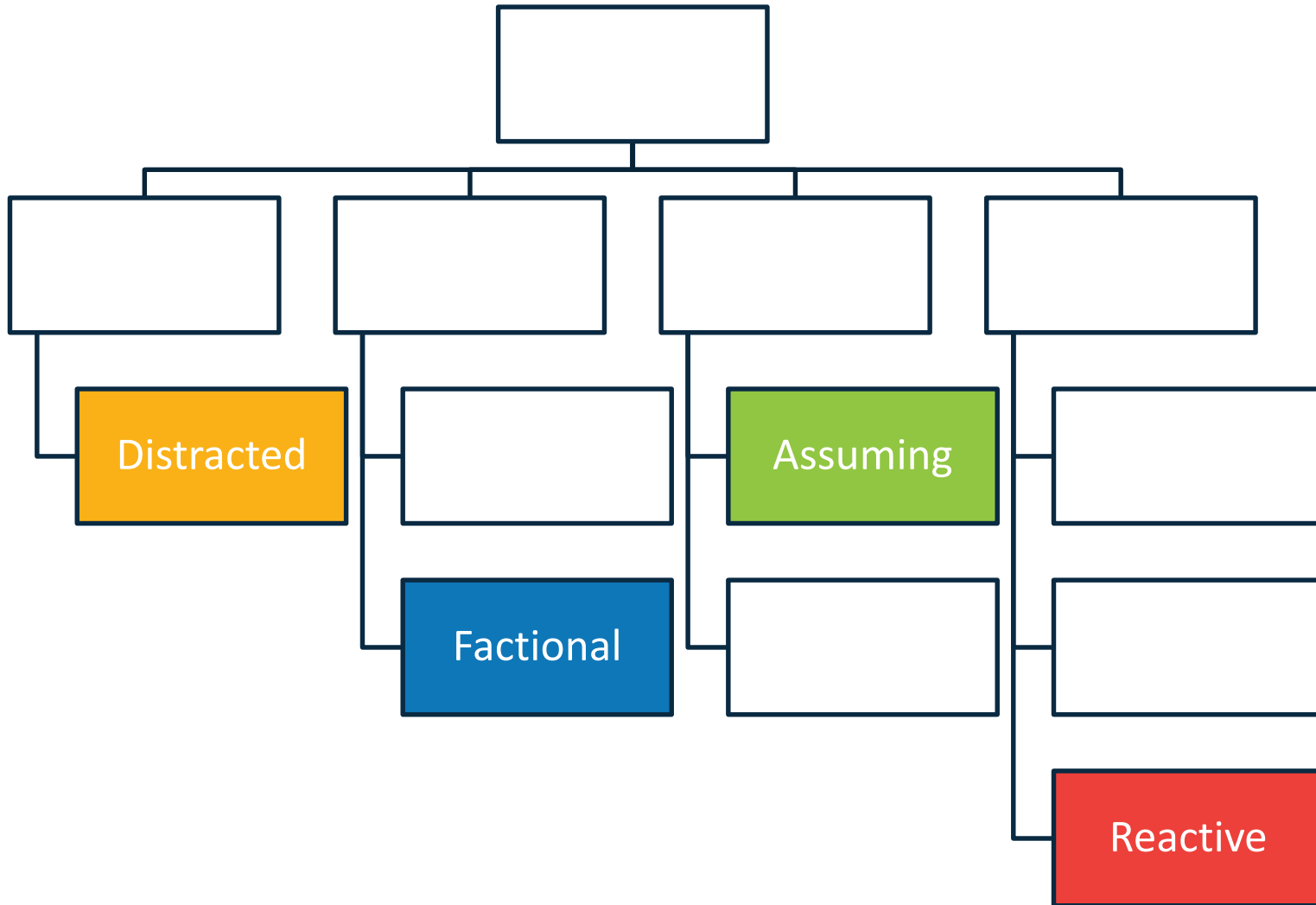




Joseph H. Anderson Consulting

ineffective hard-working team

A tale of four hard-working teams



Teams are effective, not because they work and think *harder*, but because they work and think *together*...in other words, they are *aligned*.

Alignment is crucial!

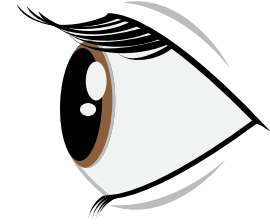
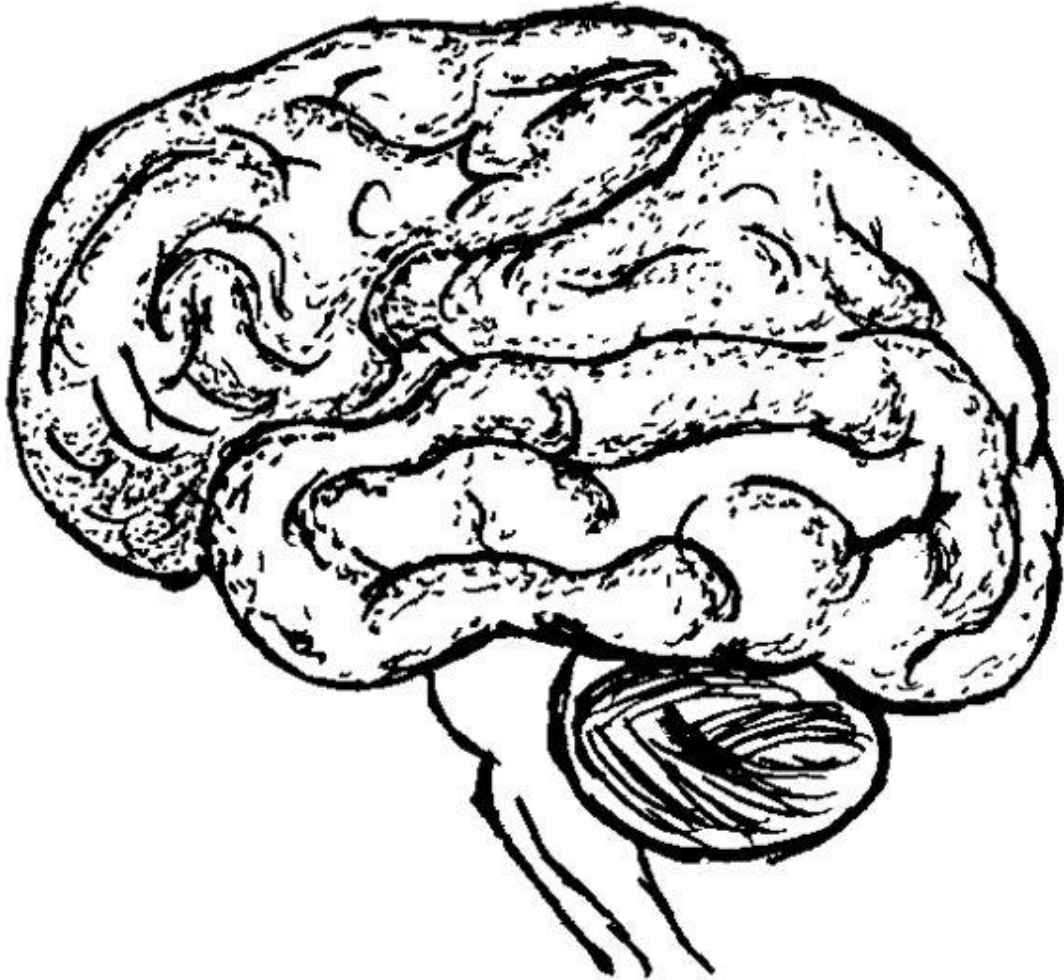
- Google: “psychological safety”
- Standish Group: “emotional maturity”
- Agile, DevOps, CRM, digital transformations, change management, mergers: “culture”

Why is team alignment so difficult?



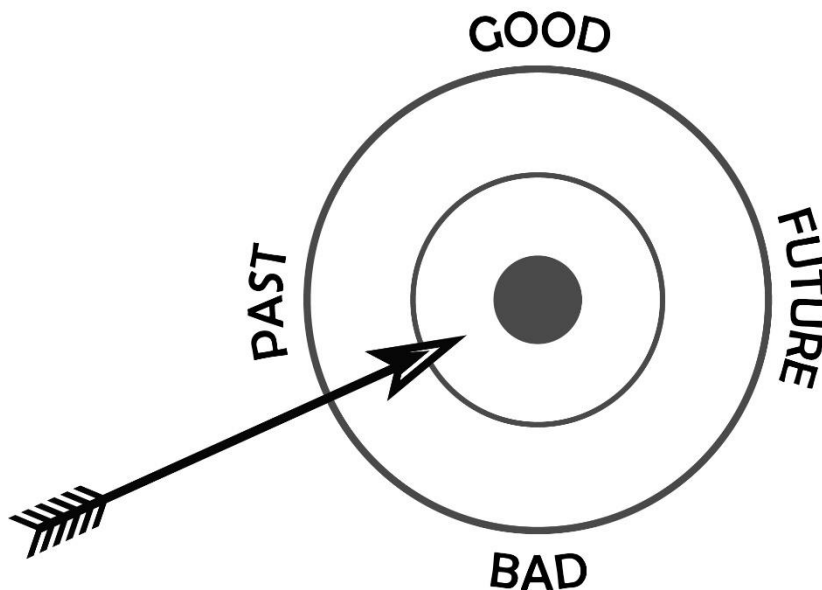
These are necessary survival optimizations!

The good news



The method

Build the habit of keeping your attention in the present moment, without making judgments.





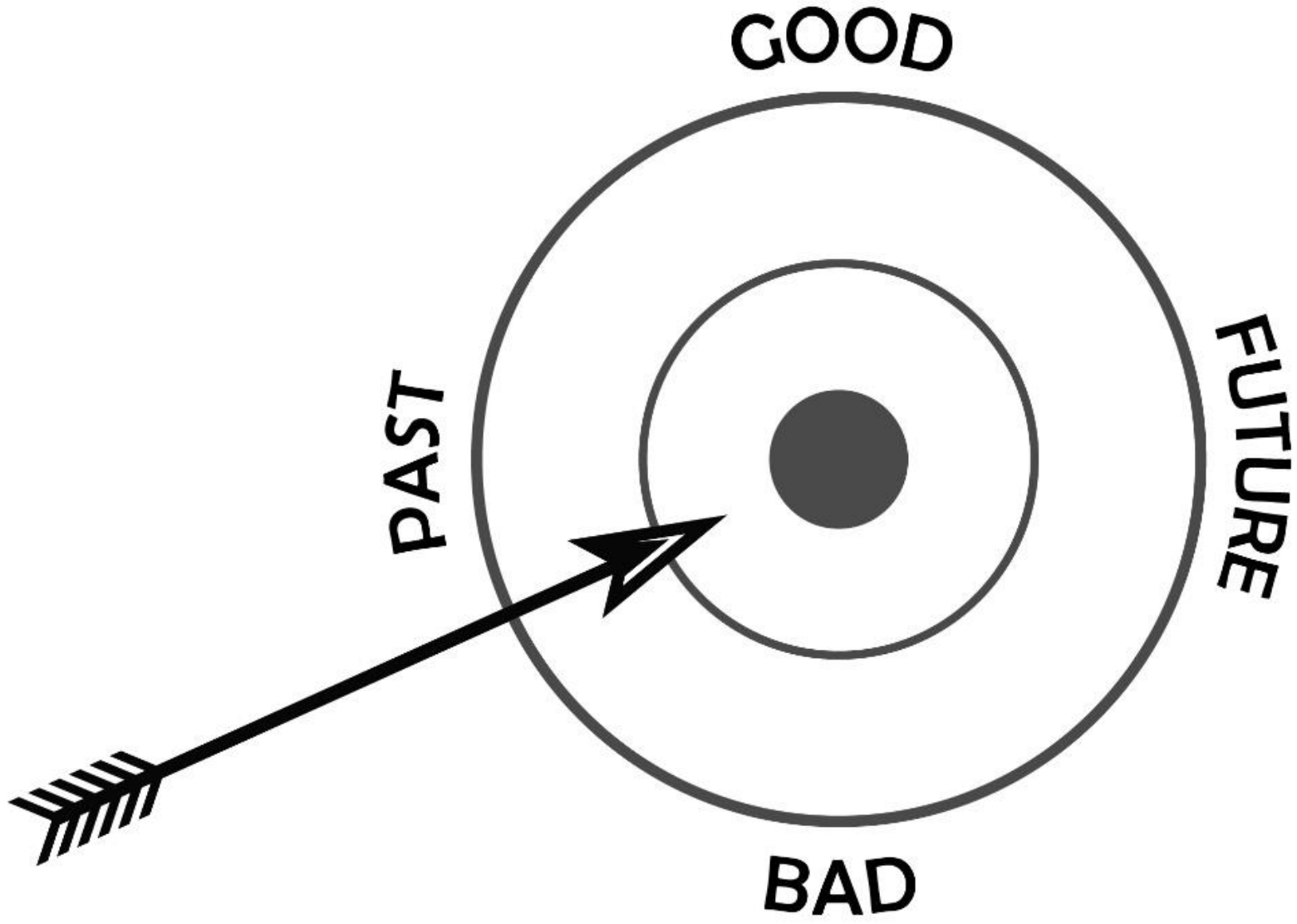
“As long as we work together, with both urgency and determination, there are no limits to what we can achieve.”

- Paul G. Allen



Summing up

To help your team stay aligned and...	Learn to manage...	By bringing present-moment, non-judgmental awareness to...
Prioritize	The busy brain	What's happening now
Collaborate	The tribal brain	The people you work with
Make good decisions	The biased brain	Your assumptions
Stay resilient	The reactive brain	Your emotions



EXPERIMENTS IN ATTENTION

Four attention-building questions to ask daily at work

1. STABLE ATTENTION:

“How are my feet right now?”

2. CONNECTEDNESS:

“Would you be willing to tell me about _____?”

3. OPEN-MINDEDNESS:

“Why is _____ just a bit better than it seems?”

4. SELF-AWARENESS:

“How is my body responding to _____?”

The first steps to team alignment

1. Gain a basic shared understanding of the survival optimizations and how they impact alignment.
2. Be willing to test the value proposition and the method.
3. Identify the specific benefits of applying the method to your team's situation, and how to measure.
4. Identify 1 or 2 practices individuals can adopt (10 minutes per week).
5. Identify 1 or 2 practices the team as a whole can adopt (10 minutes per week).
6. Repeat the practices in a habit-forming way for at least 60 days.
7. Measure results.

How to make attention stick

BUILDING THE HABIT

Micropractices

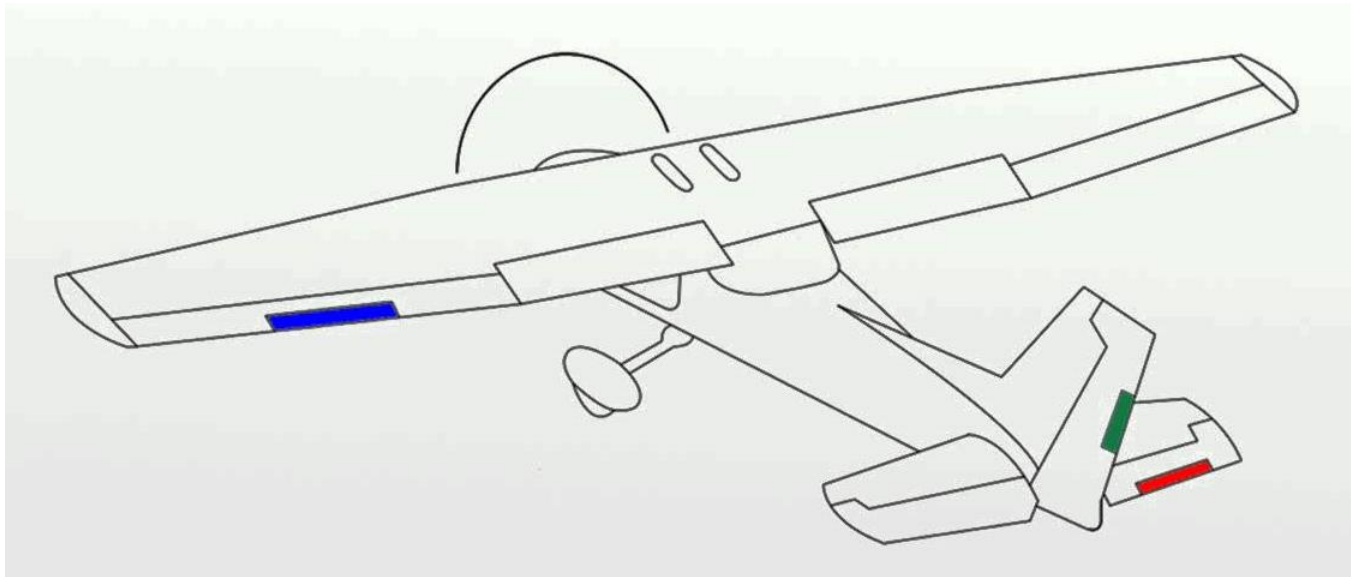


- Small, frequent, incremental rewards
- Immediate reward
- Not too much reward

A few examples

- Pay attention to your breathing
- Pay attention to the other point of view
- Pay attention to what's good
- Pay attention to body sensations

The trim tab





№100 - 100% Natural material (Straw) 1000g
for 3 arrows (Weight 100g - 1000g) 1000g
1000g (1000g) 1000g



№100 - 100% Natural material (Straw) 1000g
for 3 arrows (Weight 100g - 1000g) 1000g
1000g (1000g) 1000g





Keys to building a habit

1. Find your motivation
2. Sustain over time
 - 7 days – are you on the right track?
 - 60 days – has it become automatic? Is it making a difference?
 - 365 days – sustained through the annual cycle
3. Celebrate successes
4. Keep consistent
5. If you miss an iteration, be kind to yourself...but don't miss again



**CULTIVATING
ATTENTION**

**The Paradoxical Secret
of Team Success**

Joseph H. Anderson

Thank you!

Joseph H Anderson Consulting

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APPENDIX

How your brain views itself



What your brain is really like



The four golden rules for learning skills

- Practice only one behavior at a time
- Try the new behavior at least three times
- Quantity before quality
- Practice in safe situations

- Neil Rackham, *Spin Selling*

How attention changes the game

KEEPING IT RELEVANT

Keeping it relevant

- Lean
- Kanban
- Agile
- Scrum
- Strategic Planning
- Innovation
- Change Management

Next steps

- Choose a flavor of attention
- Choose 1-2 micropractices
- Build a habit 7-60-365, individually or together

How to make your team healthy

1. Treat it as part of a lifelong journey
2. Do what you already know
3. Lean in to discomfort
4. Stay open
5. Stay in the present moment
6. Get creative
7. Be yourself
8. Trust the process

Stable attention micropractices

- Pay attention to your breath
- Find an anchor point
- Pay attention in meetings
- Pay attention as a team

Connectedness micropractices

- Pay attention to your team's humanity
- Expand your circle of concern
- Pay attention to the other point of view
- Pay attention to your perceptions of others

Open-mindedness micropractices

- Pay attention to the good
- Pay attention to the planning fallacy
- Pay attention to honesty and humility
- Pay attention to your team's wisdom

Stable attention micropractices

- Pay attention to body sensations
- Pay attention to what triggers you
- Pay attention to team emotions
- Pay attention to psychological safety